

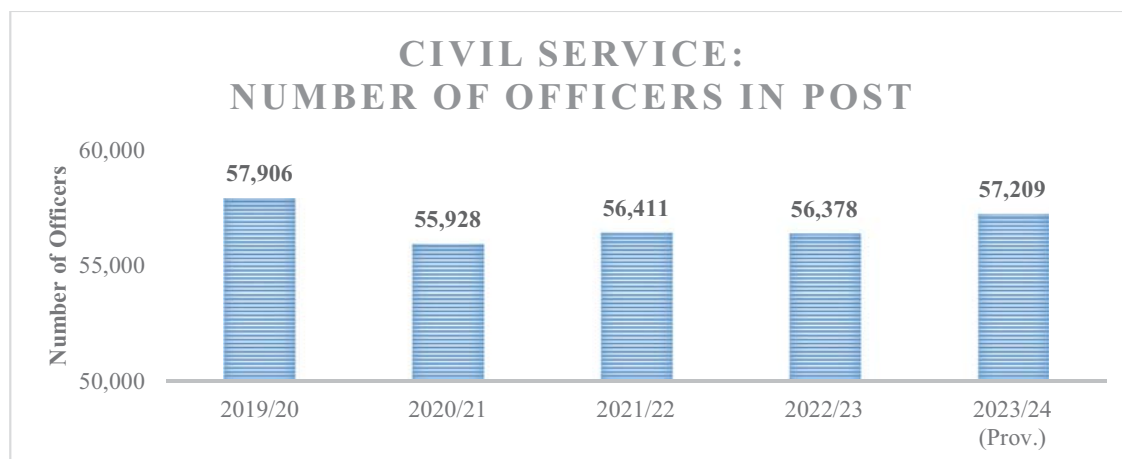
STRATEGIC OVERVIEW

I. Mission Statement

To instil a culture of excellence by facilitating transformation in the Public Service to enable timely and quality service delivery

II. Current Situation and Challenges

- As at April 2024, there were 57,209 employees in post in the Civil Service (Ministries and Departments).



Source: Ministry of Public Service, Administrative and Institutional Reforms

- For the period July 2023 to April 2024:
 - some 12,740 public officers were trained; and
 - some 7,970 vacancies were filled, including 3,338 at entry level.
- Under the Sandbox Framework, the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR) provided technical assistance to the Ministry of National Infrastructure and Community Development for the development of a Vehicle Management System (VMS) to process, track and monitor activities with respect to Government vehicles. The VMS has been implemented in four Ministries, on a pilot basis namely Ministry of National Infrastructure and Community Development (National Infrastructure Division), Ministry of Environment, Solid Waste Management and Climate Change, Ministry of Youth Empowerment, Sports and Recreation and Ministry of Arts and Cultural Heritage.
- As at April 2024, the Leave Management System of the e-HR project has been rolled out in all Ministries/Departments and other Government institutions covering 79 organisations and representing 80 percent of public officers. The core HR Module has been rolled out in all 79 organisations.
- The MPSAIR, in collaboration with the Civil Service College of Mauritius, has provided training on Business Continuity Plan to core teams of all Ministries.
- A Business Process Re-engineering exercise was conducted at the Ministry of Industrial Development, SMEs and Cooperatives.

Key Challenges

- Adoption of a new culture towards the transformation of the Public Service
- Slow introduction and adoption of innovative technologies across the Public Service

- Inadequate infrastructure for training of public officers
- Lack of support for the effective implementation of transformation initiatives and the Occupational Safety and Health Management System
- Difficulties encountered by some Ministries and Departments to conduct simulation exercises with a view to ensuring business continuity
- Under-utilisation of the fitness centre and the Civil Service Library

III. Strategic Direction 2024-2027

Strategic Direction	Enabler
Create an efficient and effective service delivery culture	<ul style="list-style-type: none"> ▪ Accelerate the process of transformation in the Public Service ▪ Implement strategies for the adoption of digitally-enabled processes to improve public service delivery ▪ Equip the Public Service with the required human resource and competencies to cope with emerging challenges
Enhance capacity and capability of public officers	<ul style="list-style-type: none"> ▪ Operationalise the new Civil Service College underpinned by the adoption of state-of-the-art pedagogical technologies ▪ Provide public officers with continuous training and development programmes to keep them abreast of new techniques and knowledge ▪ Sustain employees' professional development and nurture a culture of performance ▪ Promote welfare and well-being of public officers by organising recreational and cultural activities
Ensure Business Continuity Plans	<ul style="list-style-type: none"> ▪ Ensure the conduct of simulation exercises by Ministries/Departments to familiarise public officers with the procedures to be followed to maintain business continuity in times of crisis
Reengineering of Public Services	<ul style="list-style-type: none"> ▪ Review systems to enhance efficiency gains ▪ Conduct institutional reviews to adopt a whole-of-Government approach towards service delivery ▪ Streamline procedures and processes
Improve safety and health standards and the level of compliance across the Public Service	<ul style="list-style-type: none"> ▪ Foster employees' engagement towards health and safety at work ▪ Monitor and improve practices in the public service for a safer and healthier work environment

IV. Key Deliverables and Key Performance Indicators

Outcome				
An efficient Public Service oriented towards excellence and delivery of timely, quality and customer-centric services				
Outcome Indicator	Actual 2023/24 (Prov.)	Target 2024/25	Target 2026/27	Target 2030
Percentage of funded vacancies filled in Financial Year for improvement in service delivery	66%	75%	75%	80%

VOTE 23-1: Ministry of Public Service, Administrative and Institutional Reforms - continued

Delivery Unit	Main Service	Key Performance Indicator	Actual 2023/24 (Prov.)	Target 2024/25	Target 2025/26	Target 2026/27
Occupational Safety and Health Division	Enforce compliance with safety and health standards	Number of safety audits conducted	6,400	8,000	8,200	8,500
Public Sector Business Transformation Bureau	Accelerate the adoption of innovative technologies in the Public Service	Number of sandbox projects developed	1	2	2	2
	Adoption of streamlined practices (SMART)	Number of Business Process Re-engineering exercises conducted (Cumulative)	1	3	3	3
	Strengthen institutional effectiveness capacity and response for improvement and innovation	Number of Institutional reviews conducted	1	2	2	2
Civil Service College/Human Resource Development Division	Implement the Capacity Development Programme and e-learning	Number of public officers trained	12,740	15,000	16,000	18,000

V. Human Resource & Gender Distribution

Staff in Post	Number	Male	Female
Top Management (Salary ≥ Rs 110,000)	3	100%	-
Middle Management (Rs 47,000 ≤ Salary <Rs 110,000)	60	32%	68%
Support (Salary <Rs 47,000)	248	39%	61%
Overall	311	38%	62%

Source: CISD Figures – May 2024

Staff in Statutory Bodies / Public Bodies	Number	Male	Female
Civil Service College, Mauritius	11	36%	64%
Public Officers' Welfare Council*	10	70%	30%

* 9 Officers are posted on secondment from the MPSAIR. Only 1 officer (Welfare Events Organiser) has been recruited by POWC

**VOTE 23-1: MINISTRY OF PUBLIC SERVICE,
ADMINISTRATIVE AND INSTITUTIONAL REFORMS**

FINANCIAL RESOURCES

Summary by Economic Categories

Rs 000

Code	Economic Categories	2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
VOTE 23-1: TOTAL EXPENDITURE		471,000	487,000	376,000	344,000
Recurrent Expenditure		293,000	311,600	335,500	340,000
20	Allowance to Minister	2,400	2,400	2,400	2,400
21	Compensation of Employees	183,600	200,300	224,700	229,200
22	Goods and Services	100,200	102,100	101,600	101,600
26	Grants	6,800	6,800	6,800	6,800
Capital Expenditure		178,000	175,400	40,500	4,000
31	Acquisition of Non-Financial Assets	178,000	175,400	40,500	4,000

Summary by Sub-Heads

Rs 000

Details	2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
Sub-Head 23-101: General	248,300	267,600	146,100	110,600
Sub-Head 23-102: Administrative Reforms in the Civil Service	32,400	20,500	21,000	21,300
Sub-Head 23-103: Capacity Building in the Civil Service	25,800	28,500	31,700	31,900
Sub-Head 23-104: Human Resource Management in the Civil Service	131,200	135,000	141,200	143,500
Sub-Head 23-105: Occupational Safety and Health	33,300	35,400	36,000	36,700
TOTAL	471,000	487,000	376,000	344,000

Sub-Head 23-101: General

Rs 000

Item No.	Details	2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
Recurrent Expenditure		82,300	100,200	108,600	109,600
20	Allowance to Minister	2,400	2,400	2,400	2,400
20100	Annual Allowance	2,400	2,400	2,400	2,400
21	Compensation of Employees	39,710	49,800	58,700	59,700
21110	Personal Emoluments	34,835	44,620	52,720	53,720
.001	Basic Salary	25,515	32,320	38,720	39,720
.002	Salary Compensation	1,200	3,900	4,900	4,900
.004	Allowances	2,600	2,100	2,100	2,100
.005	Extra Assistance	1,900	1,800	1,800	1,800
.006	Cash in lieu of Leave	1,120	1,300	1,400	1,400
.009	End-of-year Bonus	2,500	3,200	3,800	3,800

VOTE 23-1: Ministry of Public Service, Administrative and Institutional Reforms - *continued*

Rs 000

Item No.	Details	2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
21111	Other Staff Costs	4,475	4,550	5,150	5,150
.001	Wages	215	240	240	240
.002	Travelling and Transport	3,450	3,600	4,200	4,200
.100	Overtime	800	700	700	700
.200	Staff Welfare	10	10	10	10
21210	Social Contributions	400	630	830	830
.001	Contribution to the National Savings Fund	400	630	830	830
22	Goods and Services	40,190	48,000	47,500	47,500
22010	Cost of Utilities	5,675	7,710	7,710	7,710
22020	Fuel and Oil	350	460	460	460
22030	Rent	29,675	34,485	34,485	34,485
22040	Office Equipment and Furniture	400	400	400	400
22050	Office Expenses	690	720	720	720
22060	Maintenance	610	685	685	685
22070	Cleaning Services	850	1,500	1,100	1,100
22090	Security	500	600	500	500
22100	Publications and Stationery	740	740	740	740
22170	Travelling within the Republic	200	200	200	200
22900	Other Goods and Services	500	500	500	500
	<i>of which</i>				
.955	Gender Mainstreaming	200	200	200	200
Capital Expenditure		166,000	167,400	37,500	1,000
31	Acquisition of Non-Financial Assets	166,000	167,400	37,500	1,000
31112	Non Residential Building				
.058	Construction of Civil Service College	163,000	165,400	36,560	-
31122	Other Machinery and Equipment				
.802	Acquisition of IT Equipment	3,000	2,000	940	1,000
TOTAL		248,300	267,600	146,100	110,600

Sub-Head 23-102: Administrative Reforms in the Civil Service

Recurrent Expenditure		23,400	20,500	21,000	21,300
21	Compensation of Employees	12,970	12,700	13,200	13,500
21110	Personal Emoluments	11,815	11,675	12,130	12,430
.001	Basic Salary	9,600	8,880	9,300	9,600
.002	Salary Compensation	450	915	950	950
.004	Allowances	400	780	780	780
.006	Cash in lieu of Leave	500	300	300	300
.009	End-of-year Bonus	865	800	800	800

VOTE 23-1: Ministry of Public Service, Administrative and Institutional Reforms - *continued*

Rs 000

Item No.	Details	2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
21111	Other Staff Costs	980	840	880	880
.002	Travelling and Transport	950	810	850	850
.100	Overtime	25	25	25	25
.200	Staff Welfare	5	5	5	5
21210	Social Contributions	175	185	190	190
.001	Contribution to the National Savings Fund	175	185	190	190
22	Goods and Services	10,130	7,500	7,500	7,500
22030	Rent	50	50	50	50
22040	Office Equipment and Furniture	100	100	100	100
22050	Office Expenses	60	60	60	60
22060	Maintenance	140	140	140	140
22070	Cleaning Services	-	-	-	-
22100	Publications and Stationery	315	285	285	285
22120	Fees	4,000	1,500	1,500	1,500
22130	Studies and Surveys	100	100	100	100
22900	Other Goods and Services	5,365	5,265	5,265	5,265
	<i>of which</i>				
.008	Medals, Prizes and Rewards	1,200	800	800	800
.950	Improvement of Counter Services	800	800	800	800
.993	Expenses i.c.w Sandbox Framework	2,000	2,000	2,000	2,000
26	Grants	300	300	300	300
26210	Contribution to International Organisations				
.189	African Association of Public Administration and Management (AAPAM)	300	300	300	300
Capital Expenditure		9,000	-	-	-
31	Acquisition of Non-Financial Assets	9,000	-	-	-
	Project Value Rs 000				
31132	Intangible Fixed Assets				
.111	E-Document Management System - <i>Business Continuity Model</i>	30,000	9,000	-	-
TOTAL		32,400	20,500	21,000	21,300

Sub-Head 23-103: Capacity Building in the Civil Service

Recurrent Expenditure		25,800	28,500	31,700	31,900
21	Compensation of Employees	10,065	10,100	13,300	13,500
21110	Personal Emoluments	8,870	8,800	11,465	11,665
.001	Basic Salary	7,320	6,900	9,065	9,265
.002	Salary Compensation	450	900	1,050	1,050
.004	Allowances	100	100	100	100
.006	Cash in lieu of Leave	375	300	400	400
.009	End-of-year Bonus	625	600	850	850
21111	Other Staff Costs	1,020	1,110	1,260	1,260
.002	Travelling and Transport	810	800	950	950
.100	Overtime	200	300	300	300
.200	Staff Welfare	10	10	10	10

VOTE 23-1: Ministry of Public Service, Administrative and Institutional Reforms - *continued*

Rs 000

Item No.	Details	2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
21210	Social Contributions	175	190	575	575
.001	Contribution to the National Savings Fund	175	190	575	575
22	Goods and Services	15,735	18,400	18,400	18,400
22040	Office Equipment and Furniture	90	90	90	90
22050	Office Expenses	40	40	40	40
22060	Maintenance	90	90	90	90
22100	Publications and Stationery	545	545	545	545
22120	Fees	14,700	17,360	17,360	17,360
	<i>of which</i>				
.039	Continuous Professional Development for Civil Servants	12,800	14,860	14,860	14,860
22900	Other Goods and Services	270	275	275	275
TOTAL		25,800	28,500	31,700	31,900

Sub-Head 23-104: Human Resource Management in the Civil Service

Recurrent Expenditure		128,200	127,000	138,200	140,500
21	Compensation of Employees	94,600	99,100	110,300	112,600
21110	Personal Emoluments	86,220	90,920	100,720	103,020
.001	Basic Salary	72,920	72,720	79,770	82,070
.002	Salary Compensation	3,000	7,600	9,600	9,600
.004	Allowances	1,000	1,000	1,000	1,000
.006	Cash in lieu of Leave	3,500	2,800	2,800	2,800
.009	End-of-year Bonus	5,800	6,800	7,550	7,550
21111	Other Staff Costs	7,130	6,830	8,130	8,130
.002	Travelling and Transport	6,600	6,300	7,600	7,600
.100	Overtime	500	500	500	500
.200	Staff Welfare	30	30	30	30
21210	Social Contributions	1,250	1,350	1,450	1,450
.001	Contribution to the National Savings Fund	1,250	1,350	1,450	1,450
22	Goods and Services	27,100	21,400	21,400	21,400
22040	Office Equipment and Furniture	200	200	200	200
22050	Office Expenses	485	485	485	485
22060	Maintenance	22,090	16,615	16,615	16,615
	<i>of which</i>				
.005	IT Equipment	22,000	16,525	16,525	16,525
22100	Publications and Stationery	2,075	2,075	2,075	2,075
22120	Fees	900	700	700	700
22170	Travelling within the Republic	200	200	200	200
22900	Other Goods and Services	1,150	1,125	1,125	1,125
	<i>of which</i>				
.035	Public Service Day	1,000	1,000	1,000	1,000
26	Grants	6,500	6,500	6,500	6,500
26313	Extra-Budgetary Units				
.075	Public Officers' Welfare Council	6,500	6,500	6,500	6,500

VOTE 23-1: Ministry of Public Service, Administrative and Institutional Reforms - *continued*

Rs 000

Item No.	Details		2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
Capital Expenditure			3,000	8,000	3,000	3,000
31	Acquisition of Non-Financial Assets	Project Value Rs 000	3,000	8,000	3,000	3,000
31122	Other Machinery and Equipment					
.802	Acquisition of IT Equipment for Electronic Attendance System		3,000	3,000	3,000	3,000
31132	Intangible Fixed Assets					
.130	E-Scheme of Service	5,000	-	5,000	-	-
TOTAL			131,200	135,000	141,200	143,500

Sub-Head 23-105: Occupational Safety and Health

Item No.	Details		2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
Recurrent Expenditure			33,300	35,400	36,000	36,700
21	Compensation of Employees		26,255	28,600	29,200	29,900
21110	Personal Emoluments		23,565	25,970	26,570	27,270
.001	Basic Salary		19,715	20,640	21,170	21,820
.002	Salary Compensation		800	2,000	2,000	2,000
.004	Allowances		850	850	850	850
.006	Cash in lieu of Leave		600	600	600	600
.009	End-of-year Bonus		1,600	1,880	1,950	2,000
21111	Other Staff Costs		2,365	2,260	2,260	2,260
.002	Travelling and Transport		2,325	2,200	2,200	2,200
.100	Overtime		30	50	50	50
.200	Staff Welfare		10	10	10	10
21210	Social Contributions		325	370	370	370
.001	Contribution to the National Savings Fund		325	370	370	370
22	Goods and Services		7,045	6,800	6,800	6,800
22040	Office Equipment and Furniture		80	80	80	80
22050	Office Expenses		40	40	40	40
22060	Maintenance		85	85	85	85
22100	Publications and Stationery		160	160	160	160
22120	Fees		900	1,155	1,155	1,155
22900	Other Goods and Services		5,780	5,280	5,280	5,280
	<i>of which</i>					
.934	Enhancement of Work Environment in the Civil Service		4,500	4,500	4,500	4,500
TOTAL			33,300	35,400	36,000	36,700

VOTE 23-1: Ministry of Public Service, Administrative and Institutional Reforms - *continued*

HUMAN RESOURCES

SN	Position Titles	Funded	
		2023/24	2024/25
Vote 23-1: Ministry of Public Service, Administrative and Institutional Reforms		367	404
Sub-Head 23-101: General		69	105
1	Minister	1	1
2	Secretary for Public Service	1	1
3	Permanent Secretary	1	1
4	Assistant Permanent Secretary	2	2
5	Manager, Financial Operations	1	1
6	Principal Financial Operations Officer	1	1
7	Financial Operations Officer/Senior Financial Operations Officer	1	1
8	Assistant Financial Operations Officer	1	1
9	Manager (Procurement and Supply)	1	1
10	Assistant Manager (Procurement and Supply)	1	1
11	Procurement and Supply Officer/Senior Procurement and Supply Officer	1	1
12	Office Management Executive	1	1
13	Office Management Assistant	12	12
14	Office Supervisor	1	1
15	Management Support Officer	31	57
16	Confidential Secretary	1	1
17	Word Processing Operator	1	1
18	Office Auxiliary/Senior Office Auxiliary	3	13
19	Receptionist/Telephone Operator	2	2
20	Stores Attendant	1	1
21	Driver	4	4
Sub-Head 23-102: Administrative Reforms in the Civil Service		27	26
1	Deputy Permanent Secretary	1	1
2	Office Management Assistant	7	7
3	Management Support Officer	10	10
4	Word Processing Operator	1	1
5	Handy Worker	2	2
Public Sector Business Transformation Bureau			
6	Director, Public Sector Business Transformation Bureau	1	1
7	Assistant Director, Public Sector Business Transformation Bureau	1	-
8	Management Analyst/Senior Management Analyst	4	4
Sub-Head 23-103: Capacity Building in the Civil Service		26	26
1	Deputy Permanent Secretary	1	1
2	Office Management Executive	1	1
3	Office Management Assistant	1	1
4	Management Support Officer	8	8
5	Confidential Secretary	1	1

VOTE 23-1: Ministry of Public Service, Administrative and Institutional Reforms - *continued*

SN	Position Titles	Funded	
		2023/24	2024/25
6	Word Processing Operator	2	2
7	Senior Library and Documentation Officer	1	1
8	Library and Documentation Officer	1	1
9	Library Clerk/Senior Library Clerk	2	2
10	Office Auxiliary/Senior Office Auxiliary	8	8
Sub-Head 23-104: Human Resource Management in the Civil Service		195	197
1	Director, Human Resource Management	1	1
2	Deputy Director, Human Resource Management	2	2
3	Manager, Human Resources	7	7
4	Human Resource Management Officer (<i>Personal</i>)	1	1
5	Assistant Manager, Human Resources	13	14
6	Senior Human Resource Executive	8	8
7	Human Resource Executive	23	24
8	Office Management Executive	3	3
9	Office Management Assistant	13	13
10	Management Support Officer	83	83
11	Confidential Secretary	7	7
12	Word Processing Operator	14	14
13	Head Office Auxiliary	6	6
14	Office Auxiliary/Senior Office Auxiliary	14	14
Sub-Head 23-105: Occupational Safety and Health		50	50
1	Director, Safety and Health Unit	1	1
2	Assistant Director, Safety and Health Unit	1	1
3	Principal Safety and Health Officer	6	6
4	Safety and Health Officer/Senior Safety and Health Officer	38	38
5	Office Management Assistant	1	1
6	Management Support Officer	3	3
TOTAL		367	404